Zero Based Review

07 OCT 02

Zero Based Review – Enhance Mission Accomplishment

- **Shape the OPNAV staff**
  - Mature CNO 2001 Alignment
    - Suggesting refinements
  - Upgrade Strategy / CONOPS / Operations focus
  - Improve execution monitoring

- **Environment / Considerations**
  - 15% MHA reduction
  - 10% Overhead reduction
  - GWOT pressures

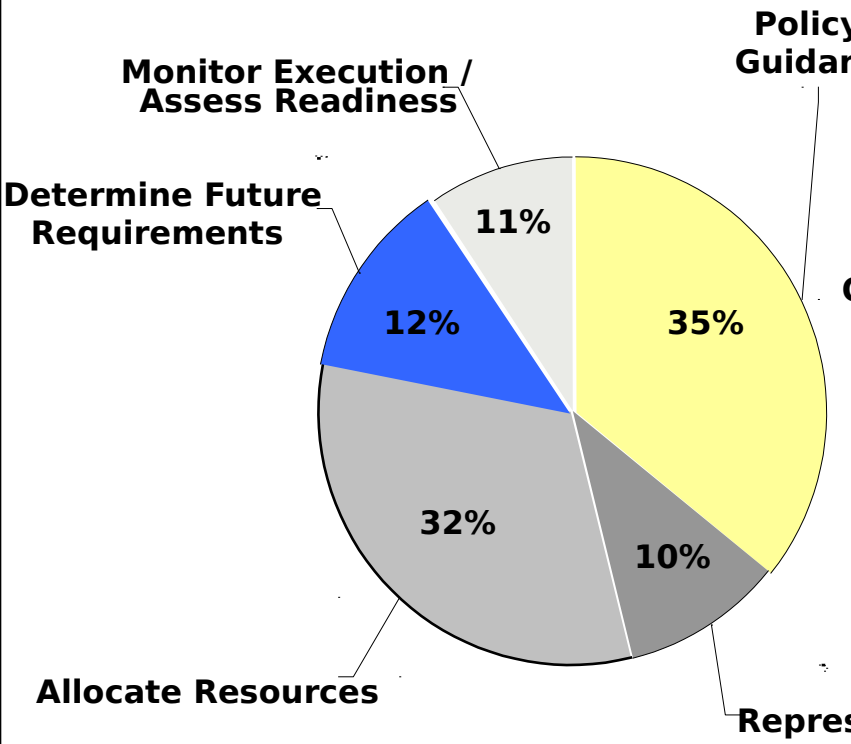
- **Identified over 70 ZBR action items**

CNO 2001 Alignment

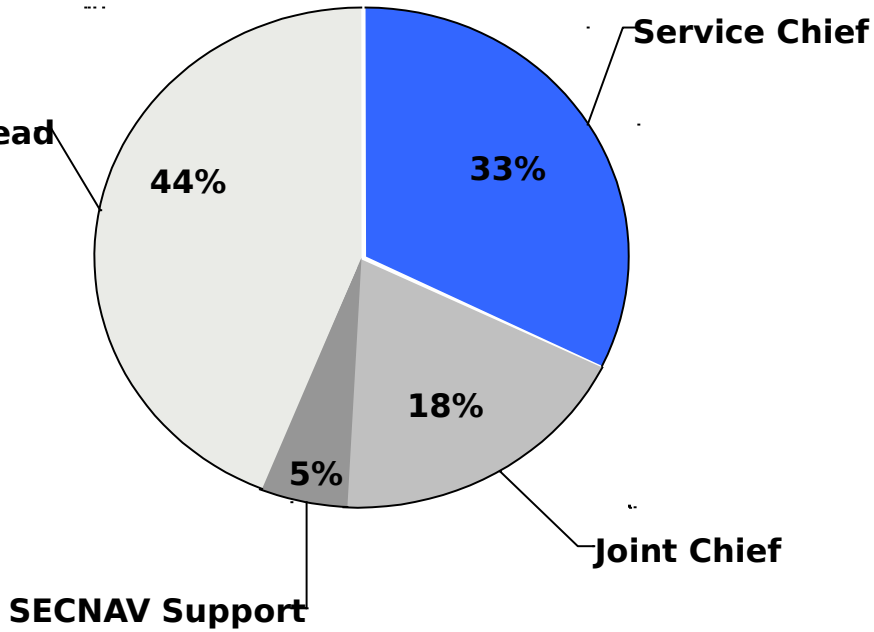
- **Mature current OPNAV construct (CNO 2001 alignment)**
  - Recommend specific organizational alignments to improve current structure
    - Align to meet the four CNO functional roles
    - Focus on what only OPNAV can do
    - Strengthen voice of capabilities based requirements
    - Improve analytical rigor throughout
  - Recommend business process improvements

OPNAV Responsibilities vs. Level of Effort

Functions



CNO Roles



Note: Self reported % level of effort measured in FTEs

ZBR Recommendations

- **POM / Budget Process**
- **N81 Alignment Considerations**
- **Executive Decision Making**
- **N3 / N5 Alignment Considerations**
- **Acquisition Oversight**
- **Execution Monitoring**
- **Other Staff Alignment Actions**

POM / Budget Process

- **Implement "New" POM / Budget process**
  - Partial implementation for PR-05 and full implementation for POM-06
- **Transition to two-year cycle**
  - Full requirements / priorities review in POM Year
  - For PR Year:
    - Focused issue identification, leave core program intact
    - Focus on a limited set of issues (NMCB approved)
      - Gap Analysis – N81 / N7 / N4 / N1 / N00T
      - POM Lessons Learned – N80
      - USMC input
    - Do not distribute TOA to resource sponsors
  - Enables execution of other OPNAV functions
- **Disciplined Board of Directors decision forums**
  - Institutional buy-in to total Navy priorities
    - Changes require BOD revisit
  - BOD includes USMC and Secretariat
  - Navy-Marine Corps Board for cross service issues requiring CNO/CMC concurrence

POM / Budget Process (cont)

- **Capability Sponsors' Roles**
  - Develop Capability Master Plans (CMPs)
  - Perform gap analysis against Program of Record
  - Prioritize requirements to support approved CMPs
  - Assess resource sponsor SPPs
- **N8's role**
  - Identifies financial risk and alternative financial strategies
  - Integrated look at all the requirements for wholeness
  - Recommends balance for investments strategy
  - Assesses compliance with guidance
  - Implement Authoritative Pricing Sources
    - Used by sponsors, N80, claimants, and FMB
    - Sanction the sources of prices with ASN FM&C approval
  - Implement single POM / Budget database
- **Adopt new vocabulary**

N81 Alignment

- **Organize to deliver analytically-based decision recommendations to CNO. Reviewed possibilities:**
  - DNS, Separate N Codes, N8, N6/7, Dispersion throughout the N Codes
- **Recommend retain N81 roles:**
  - “Big Picture” analysis (QDR, DPG, CONOPS)
  - Investment balance recommendations (CPAM)
  - Discovery, challenge assumptions
  - Black Hat
  - Ad Hoc / Quick Turn
- **Transfer**
  - Warfare requirements analysis to N70
  - Jump started with transfer of personnel
- **Double Hat N81 to DNS for common:**
  - Data
  - Models
  - Assumptions
  - Sources

Executive Decision Making

Improve Management of Executive Decision Forums

- **Define DNS Role**
  - Coordinate N-code priorities
  - Centralize scheduling, prioritize and sequence all decision forums
    - Plan for realistic executive availability
  - Define roles and responsibilities of decision forum participants
  - Document, communicate, and track decisions
  - N80X moves to DNS
- **Establish routine weekly time slots**
  - Emulate tank process
- **Refashion for discussion**

N3 / N5 Alignment Considerations

- **GWOT exposed areas of atrophy:**
  - NOC Manning
  - CAT Process
  - Peace to War Transition
  - COOP
- **N3/N5 Today:**
  - Increased role of NOC: 5 active duty watch captains
  - Institutionalized CWC and Deep Blue: 6-12 billets
  - New CAT and COOP Instruction
  - N3/N5 FPCON Board
- **N3/N5 Future:**
  - Clarify roles and responsibilities of current and emerging warfare areas
    - IO, AT/FP, Counter Drug, Space, Special Warfare
  - Focus on policy, strategy, ops. Divest other responsibilities to OPNAV/Echelon II
- **Finalize recommendations after new N3/5 review**

Acquisition Oversight

- **OPNAV needs better visibility on acquisitions**
- **Restart Supportability reviews**
  - Manpower and ILS Assessment
  - Examine early to ensure design compatibility, operation, and supportability
  - IOC CEBs, Supportability Reviews
- **Reinvigorate Senior OPNAV Involvement**
  - For dialogue and input
  - N7 and RDA Co-chair NPDMs; N1, N4, N00T as principal representatives
  - Capability Sponsor duty to keep OPNAV informed
    - Upcoming milestones, emerging issues
    - RDA weekly meeting highlights
    - Internal OPNAV reviews (CEBs, NPDMs, etc.)
    - Coordination responsibility across warfighting and support areas
- **Update Directives**

Execution Monitoring

- **Change format of Wednesday CMM**
  - Focus on Echelon II issues
  - Product of the plan
  - Evolve CNO Metrics for execution

- **Forums**
  - Week 1: Manpower – CNET, BUMED, CFFC
  - Week 2: Current Readiness – Lead TYCOMs, CFFC
  - Week 3: Future Readiness – SYSCOMS, CFFC
  - Week 4: Installations – NAVSUP, NAVFAC, CFFC
  - Week 5: Financial Management

- **N-codes as back-benchers**

Other Staff Alignment Actions

- **N89 to N7**
- **N81 / N70 Staffing**
- **Establish N00T – collapsing part of 9 codes**
- **Move SROC to N4**

- **Consolidate range management in N4**
- **NAVOSH oversight – to Safety Center (4 billets)**
- **Expand N4 infrastructure requirements determination to all installations**

- **Eliminate N091 staff. Retain ONR OPNAV hat**
- **Principal Military Assistant to ASNs**

Way Ahead

- **Identify required staff reductions**
  - Prioritize functions
  - Eliminate duplication / layering

19, 20

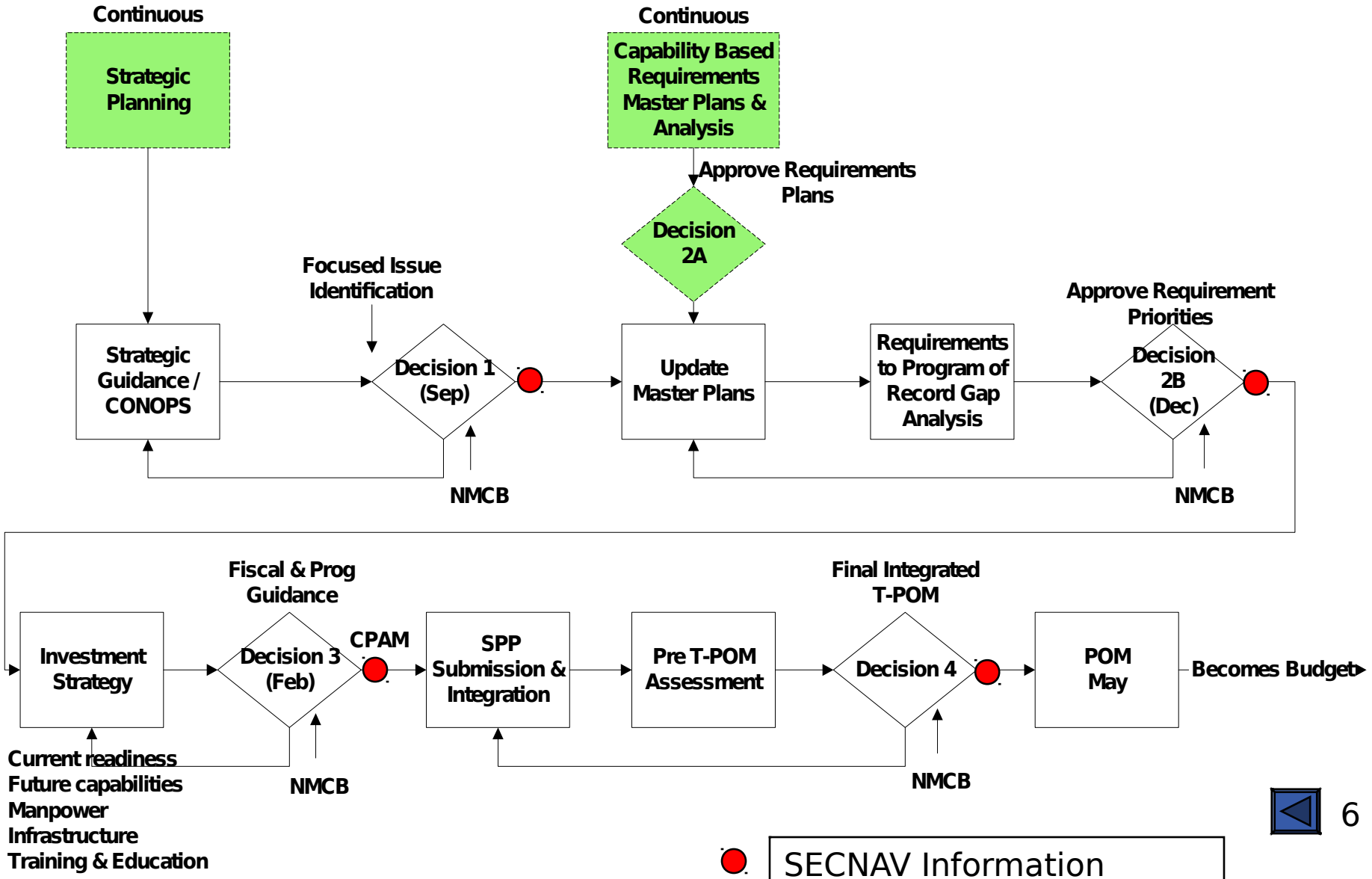
- **Business Concepts**
  - Move resource sponsorship for operating accounts to Echelon II
    - Define requirements in OPNAV
  - Consolidate small resource sponsors in N80
  - Redefine platform sponsorship lines of authority among RO, PM, Super Tycom, especially for in-service platforms

BACKUP

What the staff does #2

	Functions				Roles				
	Service Chief	Joint Chief	Opnav Head	Secnav Support	Monitor execution, current ops & acquistion	Assess readiness / preparedness	Determine future requirements	Allocate Resources	Policy / Guidance
CNO policy and guidance to operating forces	**14.6%**								**13.1%**
Navy operational requirements			**12.5%**				**12.4%**		
Resources, requirements and allocation			**32.1%**					**32.0%**	
Professional military advice and analysis for SECNAV				**5.3%**					**5.3%**
Professional military advice and analysis for CNO		**8.7%**							**8.8%**
Navy answers	**8.6%**								**8.6%**
Liaison with other services, JCS, OSD, Congress, NGOs		**10.3%**							
Current year Navy policy and performance oversight	**9.5%**					**9.5%**			
Total	**32.7%**	**19.0%**	**44.5%**	**5.3%**		**9.5%**	**12.4%**	**32.0%**	**35.7%**

High Level Process Chart



SECNAV Information Briefing

Sea Power 21 - CMPs

Force Net
- BFC2
- ISR
- NAV
- IO
- Networks

Sea Shield
- TAMD
- USW
- Cbt
- AT/FP

Sea Strike
- Strike
- Strategic Deterrence
- Combating Terrorism

Sea Basing
- EXW
- Force Structure
- Combat Logistics

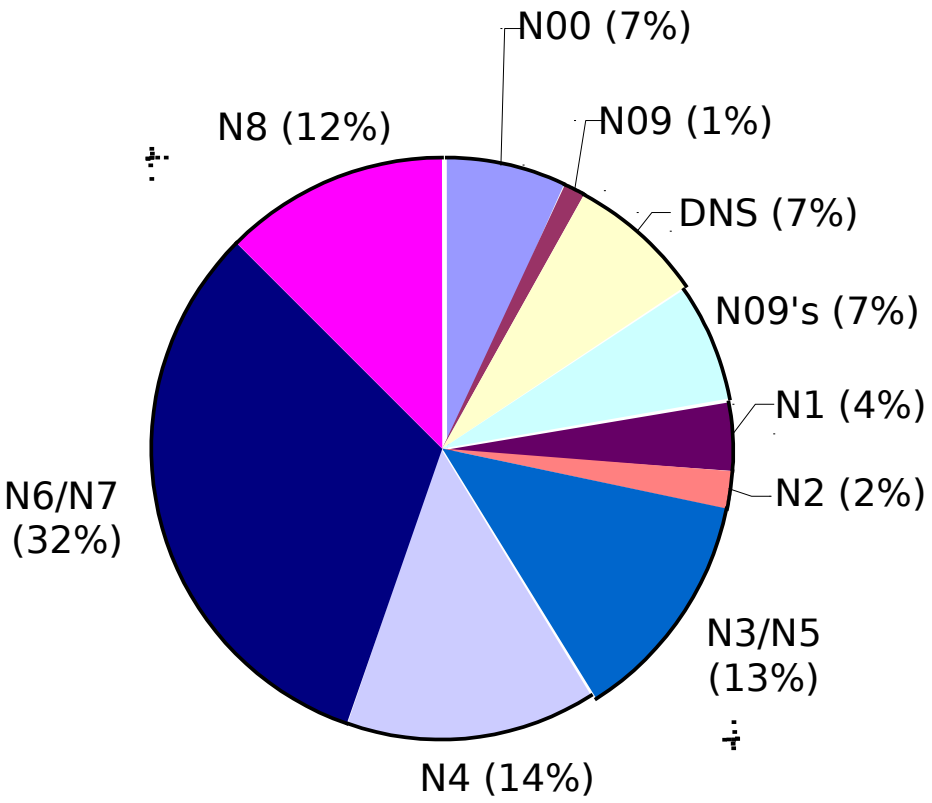
Sea Enterprise
- Shore Infrastructure
- Sustainment / Readiness
- Legal Services
- Religious Ministries
- Medical / Dental
- Public Affairs
- NCIS
- Meteorology / Oceanography

Sea Trial
- R&D / S&T

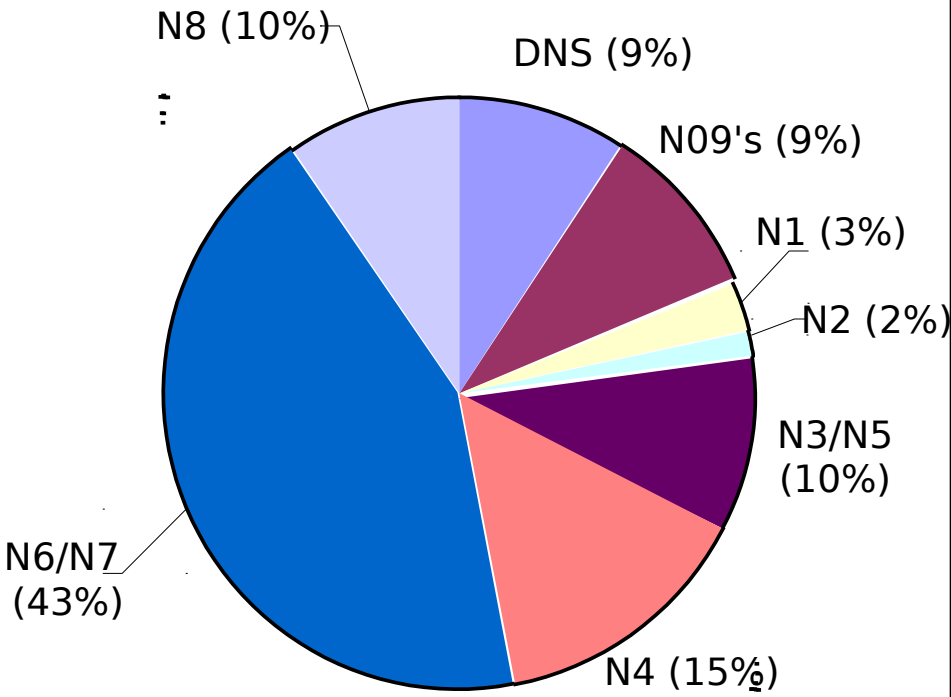
Sea Warrior
- Manpower
- Education / Training

OPNAV Staffing

Authorized (Mil + Civ)



NMCI seats



OPNAV Staff

Authorized (Mil + Civ)

N-Code	Total
N00	79
N09	13
DNS	86
N09's	80
N1	44
N2	24
N3/N5	148
N4	165
N6/N7	372
N8	143

NMCI seats

N-Code	Total
DNS	177
N09's	181
N1	49
N2	31
N3/N5	183
N4	279
N6/N7	831
N8	186